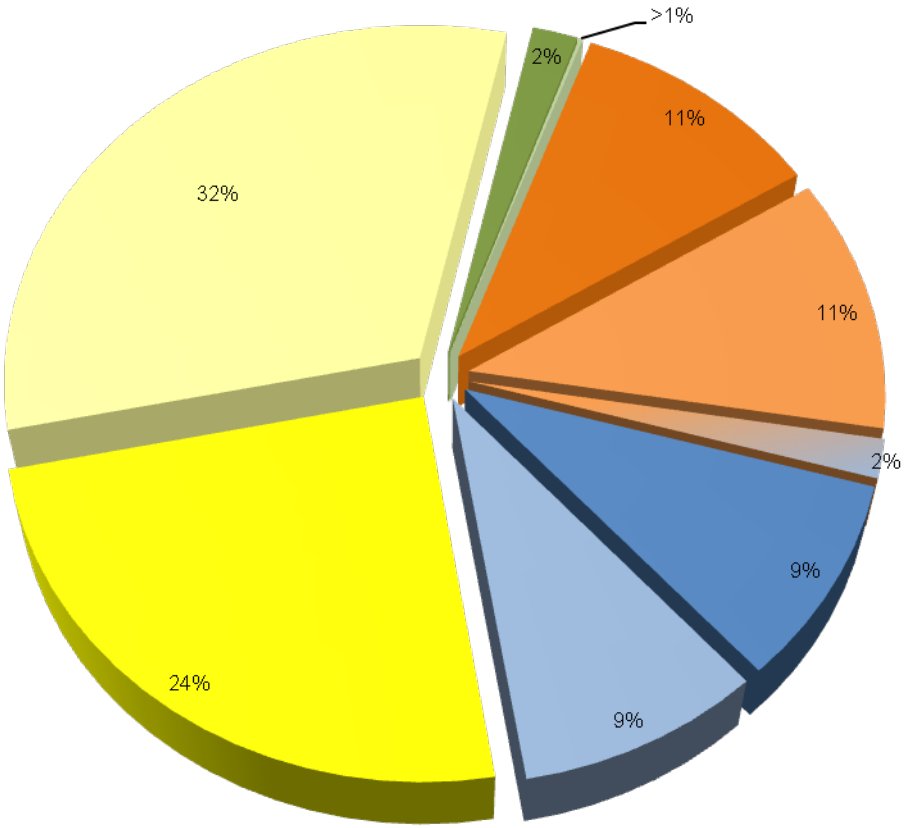
DoD Logistics Human Capital Strategy (HCS)

Joint Logistics Education Development Forum

October 22, 2008

The DoD Logistics functional community comprises nearly 615,000 active duty military and civilian personnel*

Workforce Sizing by Category



	Civ	Mil	Total
Maintenance Support	143,295 24%	199,516 32%	342,811 56%
Supply Management	63,350 11%	72,037 11%	135,387 22%
Cross-Category (SM & D/D/T)		11,012 2%	11,012 2%
Deploy/Dist/ Trans	56,194 9%	56,679 9%	112,873 18%
Life Cycle Logistics	11,664 2%	940 <1%	12,604 2%
	274,503 45%	340,184 55%	614,687 100%

Sources: Defense Civilian Personnel Data System (DCPDS)
Defense Manpower Data Center (DMDC)
Military Services

Notes: * Augmented by over 200,000 Guard/Reserve personnel

Demographics current as Aug 30, 2008

DoD Human Capital Strategy outputs can help guide development of logistics education

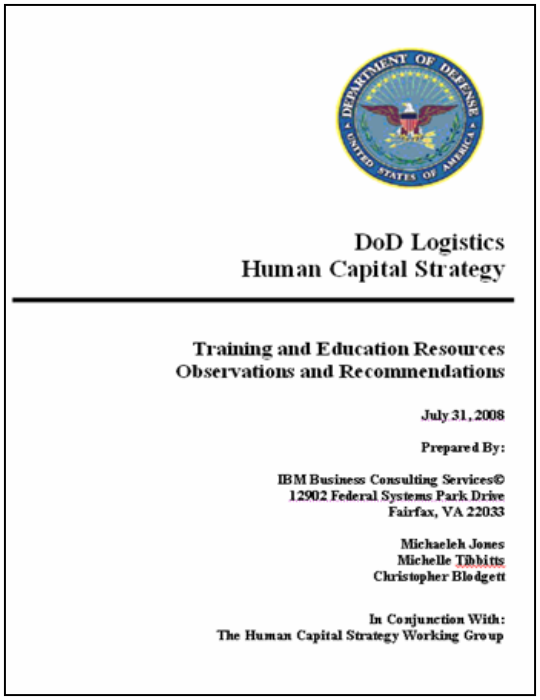
DoD Logistics Human Capital Strategy

Vision, Enabling Pillars, and Path Forward

Core Logistics Competencies and Proficiencies Booklet

82 pages with 15 competencies and over 450 proficiencies

Training and Education Assessment



346 pages with 700 courses

These resources and more available at http://www.acq.osd.mil/log/sci/hcs.html

The Human Capital Strategy document outlines fifteen technical competencies in four workforce categories

SUPPLY MANAGEMENT

- Forecasting and Demand Planning
- Supply Planning
- Sourcing
- Inventory Management

MAINTENANCE SUPPORT

- Maintenance Operations (includes depot maintenance)
- Production & Support

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION

- Physical Distribution/ Transportation Operations
- Deployment Planning

LIFE CYCLE LOGISTICS

- Logistics Design
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability and Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis

The Core Logistics Competencies and Proficiencies Booklet expands the Logistics Competency Continuum to include Fundamental, Leadership and Management Competencies

Career Development

Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility

Lead Self

- Service Specific Fundamental Skills
- Mission and Culture

Lead Teams/Projects

- Team Building
- Accountability
- Decisiveness
- Influencing/Negotiating

Lead People

- Human Capital Mgmt
- Leveraging Diversity
- Conflict Management
- DoD Corporate Perspective

Lead Organizations/ Programs

- Technology Mgmt
- Financial Mgmt
- Creativity & Innovation
- Partnering
- Entrepreneurship
- National Defense Integration
- National Security Environment

Lead the Institution

- External Awareness
- Vision
- Strategic Thinking
- Political Savvy
- Global Perspective
- National Security Strategy

Office of Personnel Management (OPM) defined

ndamental Competencies:

- munication
- Literacy
- Integrity/Honesty
- Technical Credibility
- Service Motivation
- Interpersonal Skills
- Continual Learning
- Resilience
- Problem Solving
- Customer Service
- Written Communication

Supply Management

Maintenance Support

Distribution/ Deployment/ Transportation

Life Cycle Logistics

Logistics Community defined

The Core Logistics Competencies and Proficiencies Booklet provides…

…for each Logistics Workforce Category…

WORKFORCE CATEGORY – Deployment / Distribution / Transpo n is defined as the ability to plan, coordinate, synchronize, and execute force movement and sustainme tions. Deployment/Distribution/Transportation includes the ability to strategically and operationally move forces and sustainment to the point of need and operate in the Joint Enterprise. It includes the ability to transport units, equipment, and initial sustainment from the point of origin to the point of need and provide resources to augment or support operational movement requirements. Additionally, it includes the ability to deliver supplies, equipment and personnel replacements to the joint force. It includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in respons tain the force. It encompasses the management of deployment planning and the execu f personnel and materiel and forecasting the requirements for transportation for shipping and

…and each of the Logistics Workforce Category Technical Competencies…

COMPETENCY – Deployment Planning: Develo n, monitoring, management, and evaluation of deployment and sustainment operations yed forces). Provides the capability to rapidly establish command and control capabilities for new or emerging missions and facilitates command and control activities. Enhances the ability to communicate and share knowledge among mission partners across physical, technological, and policy boundaries in any mission environment.

…defined across five proficiency levels…

PROFICIENCY LEVEL 4: The employe sues and answering most questions about his/her own area of responsibility. The employee requires little s f project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate tim

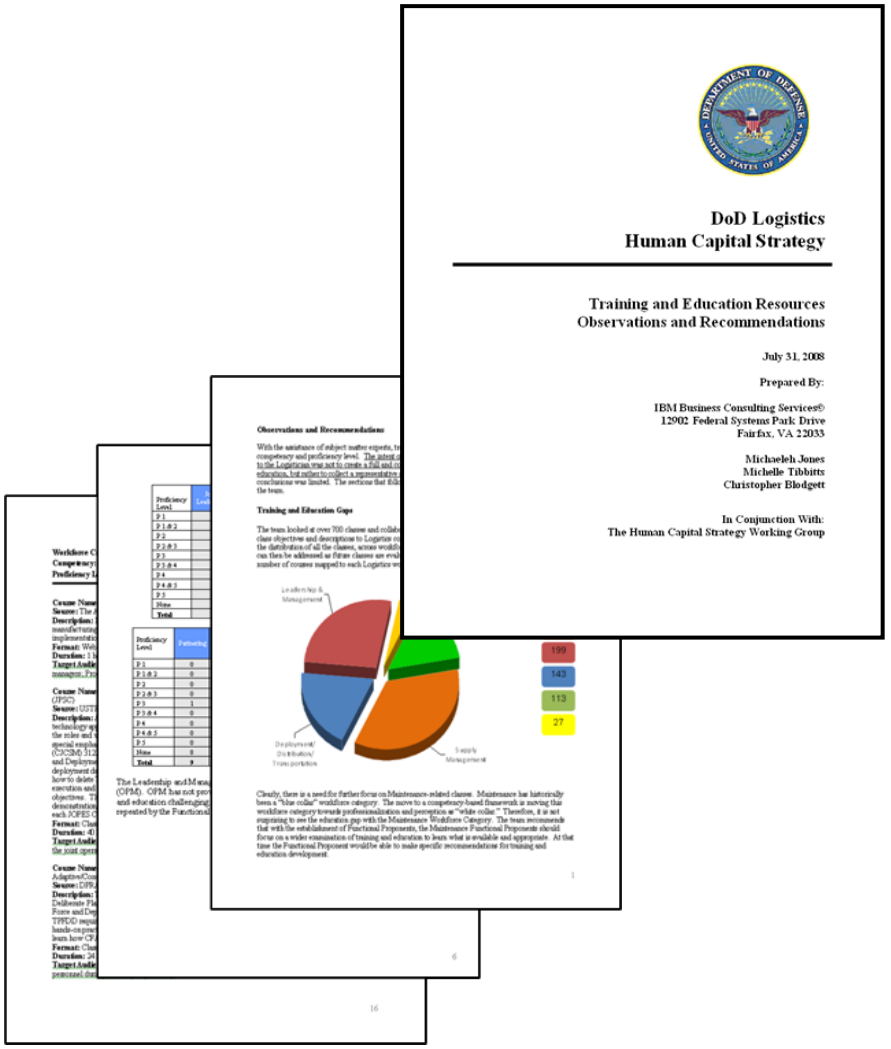
…and within six Measures of Knowledge, which group the proficiencies into easy to understand categories to facilitate understanding,…

PROFICIENCY MEASURES OF KNOWLEDGE	
Use of Tools and Best Practices	Id mprove current tools
Knowledge and application of Policy & Standards & other documents	Ide documents, policy, and procedure to improve deployment pla
Information Collection & Analysis	Co and recommendations
Problem Identification & Resolution	Develop recommendations and solutions to solve deploymen
Collaboration, Partnering, & Relationships	Maintain working relationships related to agreements (Host Nation Agency, multi-national partners, contractor and non-governmental contracting Consider/integrate Joint capabilities into deployment planning and e
Process/System Application, Assessment, & Integration	Improve processes related to deployment planning and execution Prepare and make recommendations deployment planning and exec Prepare and make recommendations for resource/budget requireme

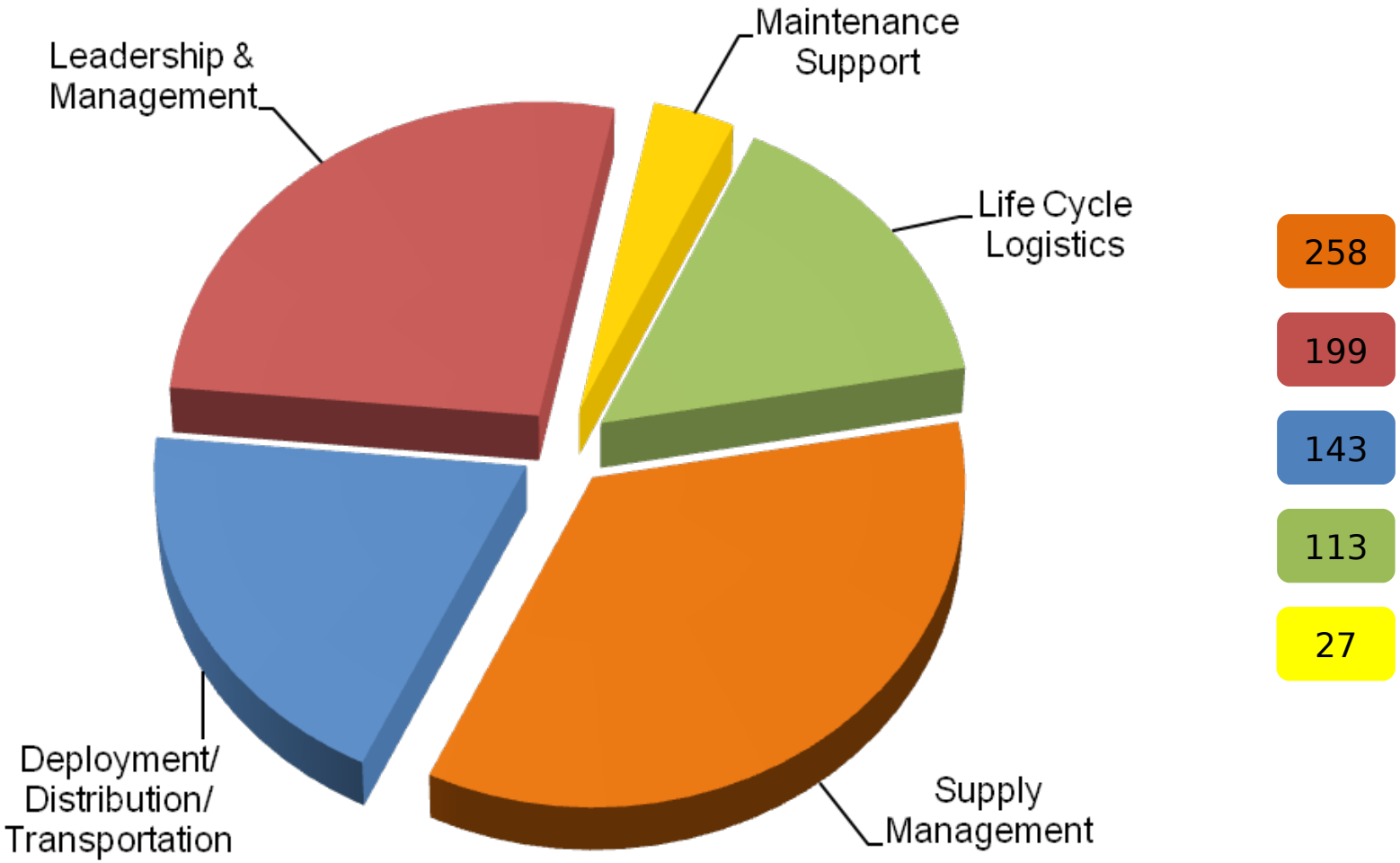
…hundreds of proficiencies to depict the work, skills, knowledge, and abilities necessary to demonstrate competency at each level

The Training and Education Review matches class objectives and descriptions to competencies and proficiency levels

- Includes over 700 courses from DoD, industry, and private sources
- Provides a representative collection of the training, education, and development assignments available to Logisticians
- Lists courses by workforce category, competency, and five levels of proficiency
- Identifies overlaps and gaps



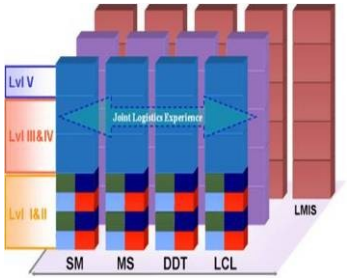
Training and Education Distribution by Workforce Category

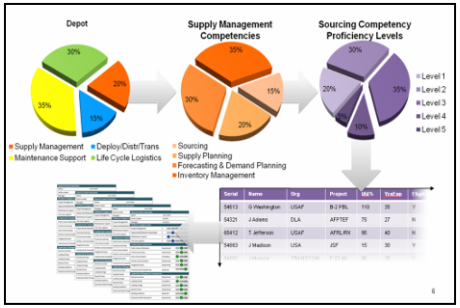


The Training and Education Review provides a sample of programs which support development of desired competencies such as Financial Management

Training/Education Source	Course Name
Air Force Institute of Technology (AFIT)	Activity Based Costing
Air Force Institute of Technology (AFIT)	Financial Management
Air Force Institute of Technology (AFIT)	Pricing Analysis Methods
Air Force Institute of Technology (AFIT)	Pricing Scenarios in Specific Air Force Contracting Environments
Defense Acquisition University (DAU)	Cost Estimating
Council of Supply Chain Management Professionals (CSCMP) University	Financial Fundamentals
The Association for Operations Management (APICS)	Webinar, “Calculating the Cost of a Process” (WB)
Defense Acquisition University (DAU)	Contracting Officer's Representative (COR) with a Mission Focus
Defense Acquisition University (DAU)	Cost Risk Analysis A Monte Carlo Simulation Approach
Defense Acquisition University (DAU)	Performance Based Payments (PBPs) Overview
Defense Acquisition University (DAU)	Provisional Award Fee Awareness
The Association for Operations Management (APICS)	Webinar, “Sarbanes-Oxley and Supply Chain Management” (WB)
Olin School of Business, Washington University – St. Louis	Finance for Non-Financial Managers
Defense Acquisition University (DAU)	Understanding and Utilizing Performance Based Payments (PBPs)
U.S. Army Logistics Management College (ALMC)	Logistics Precommand Course
The Association for Operations Management (APICS)	Certified in Integrated Resource Management (CIRM), Enterprise Concepts & Fundamentals (IL)
The Association for Operations Management (APICS)	Certified Product and Inventory Management (CPIM), Execution & Control of Operations (CT)
The Association for Operations Management (APICS)	Certified Product and Inventory Management (CPIM), Execution & Control of Operations (IW)
The Association for Operations Management (APICS)	Certified Product and Inventory Management (CPIM), Strategic Management of Resources (CT)
The Association for Operations Management (APICS)	Certified Product and Inventory Management (CPIM), Strategic Management of Resources (IW)
The Association for Operations Management (APICS)	Certified Supply Chain Professional (CSCP), Module 1-SCM Fundamentals (CT)
The Association for Operations Management (APICS)	Certified Supply Chain Professional (CSCP), Module 1-SCM Fundamentals (IW)
The Association for Operations Management (APICS)	Clueless Co.: Exactly How to Determine Carrying & Ordering Costs exercise (TE)

Progress is being made on multiple implementation topics





Logistics Career Roadmap

- [x] Should there be a Functional Proponent for each Workforce category?
- [x] What is the size and composition of the DoD Logistics workforce?

Logistics Competencies

- [ ] How should the core competencies be kept up-to-date and evolve as changes occur?
- [x] How can unique competencies be aligned with the common set of Logistics competencies?

Education, Training, and Developmental Assignments

- [x] What education, training, and developmental assignments are currently available? Where are there gaps and overlaps?
- [ ] How can existing education, training, and developmental assignments be leveraged and gaps addressed?
- [ ] What resources are required to web-enable a DoD education and training database?

Logistics Career Development Framework

- [ ] How should the LCDF be structured and implemented to support Service/Agency/COCOM requirements?
- [x] How should proficiency levels be assessed?
- [ ] What funding will be required to web-enable the LCDF?

Next focus of attention